

**OUTCOMES MANAGEMENT
AND
STRATEGIC PLANNING REPORT**

EXECUTIVE SUMMARY

**Tennessee Rehabilitation Center
460 Ninth Avenue
Smyrna, Tennessee 37167**

**Fiscal Year
2006**

**Submitted by
David Holmes, Superintendent**

ANNUAL OUTCOMES MANAGEMENT AND STRATEGIC PLANNING REPORT

Fiscal Year 2006

OVERVIEW

The Tennessee Rehabilitation Center (TRC) is currently in its twenty ninth (29th) year of operation in providing programs of comprehensive rehabilitation services to individuals with disabilities. The Center is located in Smyrna, Tennessee strategically placed in the middle Tennessee geographic region for easier access to all eligible services recipients in all counties of the state. TRC is a state-operated comprehensive rehabilitation residential rehabilitation center that provides rehabilitation services to individuals with disabilities from all ninety-five counties of the State of Tennessee. The Center is operated by the Division of Rehabilitation Services, Department of Human Services and is subject to and adheres to established state policies and procedures in many of its business practices. The Center was established by Senate Bill 914 in 1973 to create a residential facility where comprehensive rehabilitation services could be provided to residents of Tennessee with one or more disabilities to prepare them for employment and greater independence within their community.

The Center offers seven primary programs of services to eligible individuals with disabilities to include: Vocational Evaluation, Pre-Vocational Services of Job Objectives and Behavioral Services (J.O.B.S.) which is a work adjustment program, Vocational Training, Physical Rehabilitation Services, Vision Impairment Services, Traumatic Brain Injury Services, and Transitional Living Skills Training. The Tennessee Rehabilitation Center maintains accreditation in Comprehensive Vocational Evaluation Services, Employee Development Services, and Employment Skills Training Services through the Commission on Accreditation of Rehabilitation Facilities (CARF). The Center last received CARF accreditation in the aforementioned areas in October 2004 for a three-year period and will be seeking renewal of its accreditation in October 2007 when the three-year accreditation expires. In addition to the seven primary services programs offered at TRC, the center offers numerous support services for individuals enrolled in primary service programs based upon individualized needs. These support services include Student Health Services, Psychological Consultation and Counseling, Psychiatric Consultation, Recreation Services, Psychology Support Groups, Residential Living Skills, Transitional Life Skills Training, Driver Education, and Academic Instruction.

MISSION STATEMENT

The Center seeks to ensure that its mission statement encompasses the overall endeavor in providing services that lead to successful and measurable outcomes. The mission statement is reviewed annually by the Center's management team to ensure that this mission statement remains current and effectively reflects what TRC seeks to provide and achieve.

The Tennessee Rehabilitation Center's mission statement is as follows:

To provide comprehensive rehabilitation services in a positive and productive learning environment to individuals with disabilities. Services provided assist individuals in achieving their highest level functioning so they can live and work as independently as possible.

Purpose of the Annual Report

The purpose of the Annual Outcomes Management and Strategic Planning Report is to provide an analysis of the effectiveness and efficiency of service delivery programs in achieving established program goals, an identification of trends, identification of needed improvements in program and support services as well as overall center operations and to identify strategic plans to improve services provided as well as center operations. Customer and stakeholder input is obtained regarding satisfaction of primary program and support services and is incorporated into the report and utilized in strategic planning activities as outlined in this report.

CUSTOMERS SERVED

There were a total of 1,331 clients who received primary programs of services and outpatient services on and off campus for Fiscal Year 2006.

Customers Served by Ethnic Group are as Follows:

- 78% White, Non-Hispanic
- 20% Black, Non-Hispanic
- 1% Hispanic
- 1% Asian or Pacific Islander

Customers Served by Primary Disability are as Follows:

- 48% Mental Retardation
- 18% Emotional/Character Disorder
- 10% Vision Impairment
- 7% Learning Disability
- 6% Brain Injury
- 5% Other Disability

4% Cerebral Palsy 2% Other Neurological Disorder

Customers Served by Program are as Follows:

38% Vocational Evaluation
19% Vocational Training
13% Job Objectives and Behavioral Services
10% Physical Rehabilitation Services
10% Traumatic Brain Injury
7% Vision Impairment Services
3% Transitional Life Skills

STAKEHOLDER SATISFACTION FEEDBACK

Stakeholder feedback is critical to program operations at the Tennessee Rehabilitation Center. Customer input is gathered in many different ways. Formal survey instruments are used as a major component of data collection, and results of these consumer satisfaction surveys are tabulated and utilized in developing strategic planning activities for program and support services improvements, as well as facility operations improvements.

The Client Program Exit Interview Surveys, Client Support Services Customer Satisfaction Surveys, Client Family Customer Satisfaction Surveys, and Referral Field Counselor Customer Satisfaction Surveys represent the formal survey instruments. Additional consumer feedback is obtained on an ongoing basis through monthly client progress reviews, student government council meetings, employer contacts, and day to day communications with clients. For purposes of formulating this management outcomes annual report specific survey results will be included from the four formal survey instruments.

VOCATIONAL EVALUATION

Customer Satisfaction

The accumulative customer satisfaction rating for vocational evaluation services received for FY 2006 was **97%**. Survey accumulative responses to each question utilized to measure customer satisfaction are identified below as percentage ratings.

Have your goals been met? **92% (Yes)**

Are you satisfied with services received? **98% (Yes)**

Were you provided enough information by evaluator to make informed choice about career goals? **96% (Yes)**

Were you given a good, clear orientation to the Vocational Evaluation program upon admission? **99% (Yes)**

Did you participate in the development of your Vocational Evaluation service plan? **99% (Yes)**

Do you feel the evaluator fully considered your interests and desires? **98% (Yes)**

Were you encouraged to participate as much as possible in evaluation process? **96% (Yes)**

Did you participate and have input in evaluation staff meeting(s)? **95% (Yes)**

Do you feel that you were treated with courtesy and respect by staff in Vocational Evaluation? **96% (Yes)**

Do you think you are asked regularly enough for your input? **98% (Yes)**

Vocational Evaluation staff communicate with me in a way I can understand the information that is presented to me. **99% (Yes)**

If you have special needs, were reasonable accommodations considered? **94% (Yes)**

JOBS OBJECTIVES AND BEHAVIORAL SERVICES (JOBS)

Customer Satisfaction

For the JOBS program the accumulative customer satisfaction rating for FY 2006 was **96%**. Listed below are the average percentage ratings for each survey question used to gather input from clients exiting the JOBS program that measures customer satisfaction for services received.

Have your goals been met in JOBS? **100% (Yes)**

Are you satisfied with services received? **98% (Yes)**

Do you feel information received in monthly program reports was helpful? **96% (Yes)**

Were you given a clear orientation to JOBS upon admission? **100% (Yes)**

Did you participate in the development of your JOBS service plan?
97% (Yes)

If you have special needs, were reasonable accommodations considered? **89% (Yes)**

Do you think work behaviors earned in JOBS will help you get a job? **99% (Yes)**

Do you feel you were treated with courtesy and respect by JOBS staff? **99% (Yes)**

Do you think you are asked enough for your input? **96% (Yes)**

JOBS staff communicate with me in a way I can understand the information that is presented to me. **97% (Yes)**

VOCATIONAL TRAINING

Customer Satisfaction

Customer satisfaction accumulative average rating for FY 2006 regarding vocational training services received was **97%**. Each survey question is listed below along with the accumulative average rating for each question. These questions were used to gather input from clients exiting the Vocational Training programs to determine their satisfaction with services provided.

Have your goals been met while receiving services in the Vocational Training program? **100% (Yes)**

Are you satisfied with services you received in the Vocational Training program? **99% (Yes)**

Do you feel that the information you received in the monthly progress reviews was helpful? **100% (Yes)**

Do you feel that the Job Seeking Skills classes better prepare you to find employment? **96% (Yes)**

Were you given a good clear orientation to the Vocational Training program upon your admission? **100% (Yes)**

Did you participate in the development of your Vocational Training service plan? **96% (Yes)**

Did the services you received in the Vocational Training program prepare you for employment? **99% (Yes)**

Do you feel that you were treated with courtesy and respect by staff in the Vocational Training program? **100% (Yes)**

Do you think you are asked regularly for your input? **96% (Yes)**

My instructor communicates with me in a way that I can understand the information that is presented to me? **99% (Yes)**

If you have special needs, were reasonable accommodations considered? **90% (Yes)**

VISION IMPAIRMENT SERVICES

Customer Satisfaction

Customer satisfaction responses obtained from primary program services of Vision Impairment Services (VIS) have been reviewed and tabulated for FY 2006. The accumulative average customer satisfaction rating was **99%**. Each survey question is listed below along with the accumulative average rating for each question. These questions were utilized to obtain customer feedback from clients exiting the Vision Impairment Services program to determine satisfaction with services provided.

Have your goals been met while receiving services in the Vision Impairment Services program? **88% (Yes)**

Are you satisfied with services you received in the Vision Impairment Services program? **100% (Yes)**

Do you feel that the information you received in the monthly progress reviews was helpful? **100% (Yes)**

Were you given a good, clear orientation to the Vision Impairment Services program upon your admission? **100% (Yes)**

Did you participate in the development of your Vision Impairment Services plan? **100% (Yes)**

If you have special needs, were reasonable accommodations considered? **100% (Yes)**

Do you feel that you were treated with courtesy and respect by staff in the Vision Impairment Services program? **100% (Yes)**

Do you think you are asked regularly enough for your input?
100% (Yes)

Vision Impairment Services staff communicate with me in a way that I can understand the information that is presented to me.
100% (Yes)

PHYSICAL REHABILITATION SERVICES

Customer Satisfaction

The customer satisfaction accumulative average rating for the Physical Rehabilitation Services program for FY 2006 was **98%**. Exit survey instrument questions/statements utilized to measure customer satisfaction are listed below along with the accumulative average for the year for each question.

Have your goals been met while receiving services in the Physical Rehabilitation Services program? **94% (Yes)**

Are you satisfied with the services you received in the Physical Rehabilitation Service program? **100% (Yes)**

Do you feel that the information you received in the monthly progress reviews was helpful? **100% (Yes)**

Were you given a good, clear orientation to the Physical Rehabilitation Services program upon your admission?
100% (Yes)

Did you participate in the development of your Physical Rehabilitation Services service plan? **92% (Yes)**

If you have special needs, were reasonable accommodations considered? **100% (Yes)**

Do you feel that you were treated with courtesy and respect by staff in the Physical Rehabilitation Service program? **100% (Yes)**

Do you think you are asked regularly enough for your input?
94% (Yes)

Physical Rehabilitation Services staff communicate with me in a way that I can understand the information that is presented to me.
100% (Yes)

TRAUMATIC BRAIN INJURY PROGRAM

Customer Satisfaction

Customer satisfaction accumulative average rating for the Traumatic Brain Injury (TBI) program for FY 2006 was **98%**. Exit survey instrument questions/statements completed by each individual completing services in the TBI program are listed below with the accumulative results to each question/statement utilized to measure customer satisfaction.

Have your goals been met while receiving services in the Traumatic Brain Injury program? **89% (Yes)**

Are you satisfied with the services you received in the Traumatic Brain Injury program? **100% (Yes)**

Do you feel that the information you received in the progress reviews was helpful? **100% (Yes)**

Were you given a good, clear orientation to the Traumatic Brain Injury program upon your admission? **98% (Yes)**

Did you participate in the development of your Traumatic Brain Injury service plan? **100% (Yes)**

If you have special needs, were reasonable accommodations considered? **95% (Yes)**

Did you feel that you were treated with courtesy and respect by staff in the Traumatic Brain Injury program? **100% (Yes)**

Do you think you are asked regularly enough for input? **95% (Yes)**

Traumatic Brain Injury program staff communicate with me in a way I can understand the information that is presented to me.
100% (Yes)

TRANSITIONAL LIFE SKILLS TRAINING

Customer Satisfaction

The accumulative customer satisfaction rating for the Transitional Life Skills (TLS) Program for FY 2006 was **98%**. The survey questions used to determine the customer satisfaction rating, along with the survey accumulative percentage responses to each question, are identified as follows:

Have your goals been met while receiving services in the Transitional Life Skills program? **84% (Yes)**

Are you satisfied with the services you received in the Transitional Life Skills program? **100% (Yes)**

Do you feel that the information you received in the monthly progress reviews was helpful? **100% (Yes)**

Were you given a good orientation to the Transitional Life Skills program? **100% (Yes)**

Did you participate in the development of your Transitional Life Skills service plan? **100% (Yes)**

If you have special needs, were reasonable accommodations considered? **100% (Yes)**

Do you feel that you were treated with courtesy and respect by staff in the TLS program? **100% (Yes)**

Do you think you are asked regularly enough for your input? **100% (Yes)**

Transitional Life Skills staff communicate with me in a way that I can understand the information that is presented to me. **100% (Yes)**

CUSTOMER SATISFACTION SURVEY RESULTS FOR CLIENT SUPPORT SERVICES

Customer satisfaction survey instruments are distributed to all clients receiving services in all programs of services twice per year, winter and summer, to obtain customer feedback on their satisfaction with various support services provided. The results of these surveys are tabulated and discussed with management staff the levels of satisfaction versus dissatisfaction with services and are analyzed in terms of positive and negative responses.

For support services of Case Management, Transportation Services, Admissions, Recreation Services, Dormitory Services, Student Health Services, Psychological Services, and Administrative Services, the average customer satisfaction rating was **91%.**

Individual average customer satisfaction ratings for these support services are as follows:

Case Management	95%
Transportation Services	94%
Admissions	93%
Recreation Services	92%
Dormitory Services	91%
Student Health Services	90%
Psychological Services	88%
Administrative Services	82%

CLIENT FAMILY CUSTOMER SATISFACTION SURVEY RESULTS

Input is obtained during the Fiscal Year from student family members regarding their satisfaction with services provided to their family member. Our student's families are important stakeholders, and we greatly value their input and recommendations. Responses to the Client Family Customer Satisfaction Survey instrument were tabulated and reported as accumulative average percentage ratings.

Family members responding to the Family Customer Satisfaction Survey resulted in an accumulative average response rating of **93%** satisfaction.

REFERRING DIVISION OF REHABILITATION SERVICES (DRS) FIELD COUNSELOR/TRANSITION FROM SCHOOL TO WORK CASE MANAGER CUSTOMER SATISFACTION SURVEY RESULTS

The referring DRS field counselors and transition from school to work case managers are major stakeholders, and their input, comments and recommendations are extremely important to this facility. Each year a survey instrument is sent to all field counselors and transition case managers serving all ninety-five (95) counties in Tennessee. The survey instrument seeks input from these stakeholders to determine their satisfaction with various programs and support services, knowledge of new or current services offered, whether services provided are meeting their needs and the needs of their clients, local barriers to successful employment of clients referred, additional needs and recommendations. Results of the survey instruments collected are as follows:

Utilization

Do you utilize the services provided by the Tennessee Rehabilitation Center at Smyrna? **94% (Yes)**

Rating of Services

Overall, how would you rate services provided by the Tennessee Rehabilitation Center at Smyrna? **96% (Good to excellent)**

Ability to Meet Client Needs

Services provided at TRC meet the individual needs of my clients.
94% (Agree or Strongly Agree)

Admissions

Overall, I am satisfied with the Admissions procedures and communications from Admissions at TRC. **96% (Yes)**

Primary Program Satisfaction Results

Recommendations included in the **Comprehensive Vocational Evaluation** report are realistic and achievable. **94%**

Work Adjustment (JOBS) graduates successfully gain basic work habits and behaviors that are necessary for employment or further vocational training. **98%**

Vocational Training programs are offered at TRC that meet the needs and interests of many clients in my caseload. **90%**

Clients enrolled in **Vision Impairment Services** acquire skills that enable them to lead independent, productive lives in the work environment and at home. **96%**

Clients enrolled in the **Traumatic Brain Injury Program (TBI)** receive the necessary services they need to enable them to become more independent and better prepared for employment and/or additional training services. **96%**

Recommendations included in the **Traumatic Brain Injury Vocational Evaluation** report are realistic and achievable. **95%**

Clients enrolled in the **Physical Rehabilitation Services program (OT/PT)** receive necessary services they need to enable them to become more independent and better prepared for employment and/or additional training services. **96%**

Clients enrolled in the **Transitional Life Skills** program receive the necessary services they need to enable them to become more independent and better prepared for employment and/or additional training services. **96%**

Accumulative average program services satisfaction rate from referral sources is **94%**

PRIMARY PROGRAM OUTCOMES

The following collected program information is provided for each primary program of service at the Tennessee Rehabilitation Center and is used to analyze program results, make needed program changes, and strategically plan as needed to improve service delivery.

VOCATIONAL EVALUATION

For Vocational Evaluation, the Success Rate for successful completions was **99%**, Utilization Rate **100%**, Customer Satisfaction Rate **98%**, Average Length of Program **7.1 days**, Recommendations Implemented **90%**, and Average Length of Time to Get Report Out **10 days**.

JOB OBJECTIVES AND BEHAVIORAL SERVICES (JOBS)

For Job Objectives and Behavioral Services, the Success Rate for completions was **71%**, Utilization Rate **85%**, Customer Satisfaction Rate **98%**, Average Length of Program **16 weeks**, Percentage of Graduates Accepted for Vocational Training **79%**, and Graduates Recommended for Sheltered Employment was **zero**.

VOCATIONAL TRAINING

For Vocational Training, the Success Rate for successful completions was **76%**, Utilization Rate **77%**, Customer Satisfaction Rate **97%**, and Average Length of Program **5.2 months**.

VISION IMPAIRMENT SERVICES (VIS)

For Vision Impairment Services, the Success Rate for successful completions was **94%**, Utilization Rate **100%**, Customer Satisfaction Rate **99%**, Timeliness of Reports **100%**, and Average Goal Attainment **100%**.

PHYSICAL REHABILITATION SERVICES

For Physical Rehabilitation Services, the Success Rate for successful completions was **100%**, Utilization Rate **82%**, Customer Satisfaction Rate **98%**, Average Length of Program **13 weeks**, and Average Goal Attainment **85%**.

TRAUMATIC BRAIN INJURY PROGRAM (TBI)

For Traumatic Brain Injury Program, the Success Rate for successful completions was **93%**, Utilization Rate **77%**, Customer Satisfaction Rate **98%**, and Average Length of Program **34 weeks**.

TRANSITIONAL LIFE SKILLS TRAINING (TLS)

For Transitional Life Skills Training, the Success Rate for successful completions Training was **80%**, Utilization Rate **83%**, Customer Satisfaction Rate **98%**, and Average Length of Program **18 weeks**.

PROGRAM AND STAKEHOLDER RECOMMENDATIONS SUMMARY

A thorough analysis of the stakeholder feedback and program evaluations results resulted in numerous program and facility operations improvement opportunities.

Environmental improvements were identified by stakeholders to include better temperature controls for heating, cooling, and water temperatures, as well as additional interior and exterior lighting. Environmental improvements were identified regarding elimination of cigarette smoke in some exterior locations. In addition to the input from stakeholders regarding environmental improvements, energy assessments showed that improvements are needed in energy conservation and cost reductions for utilities expenditures. Some sound reductions needs were also identified.

Security improvements were also identified to enhance the safety and security of clients, staff, property, and the general public that come onto the campus.

Some housekeeping issues were identified as needing attention in the dormitory area. Stakeholders also identified a need to increase the variety of foods served in the cafeteria. Communication issues were identified as a need in obtaining additional signage--both directional and Braille--as well as additional two-way radios for staff use and Brailled instructional information for visually-impaired clients receiving job seeking skills instruction.

A number of architectural accessibility needs were identified, as well as the need for new equipment for some program and support areas. Preventative maintenance opportunities were identified in the physical plant operations.

Specific program related needs were identified, including expansion of independent living skills training, expansion of drivers education training, marketing program services, increasing recreational services and outings, expansion of vocational training offerings, adaptive technology improvements, expansion of vision impairment services program offerings, development of a personal care attendant training program, expansion of physical rehabilitation service offerings, alternate methods of communicating instructional information to clients who are non-readers or have significant processing difficulties, and improving nursing coverage in Student Health and the medical dormitory.

These recommendations and suggestions for improvements in program and support services, as well as physical plant and facility operations, have been reviewed and

discussed with management staff and in some cases outside consultants. Strategic planning activities have taken place as a result of stakeholder feedback and program outcomes analysis. Specific action plans have been developed and are identified in the next section, Strategic Planning Recommendations.

STRATEGIC PLANNING RECOMMENDATIONS BASED UPON PROGRAM EVALUATION AND STAKEHOLDER FEEDBACK

Based upon an analysis of program outcome measurements and feedback from stakeholders, the following strategic planning recommendations have been identified to pursue in Fiscal Year 2007:

1. Center security staff will provide an orientation to campus buildings, service areas, and restricted areas on campus to better acquaint students with the campus and buildings where program and support services are provided.
2. Maximum efforts will be made to focus on Region 5 mobile evaluation referrals to screen referrals and work with referring counselors to encourage comprehensive vocational evaluations for those who have multiple disabilities and a need for a more comprehensive evaluation of vocational and independent living needs.
3. JOBS program supervisor will work with the Vocational Training supervisor to coordinate efforts in scheduling JOBS student tours of vocational training areas and vocational instructors coming to JOBS to present their programs of services to the classes.
4. JOBS program supervisor, Transitional Life Skills training supervisor, and Residential Services Administrator will develop a program of independent living training activities to implement with JOBS students as part of their JOBS training activities.
5. Smoking at the back entrance of B Building will be eliminated. Ashtrays will be removed, and a sign will be placed at the entrance area identifying "No Smoking" within 50 feet of the entrance area and walkway.
6. To increase hot water supply to the dormitories and ensure ample hot water on demand for showering, the main domestic hot water pump for the dormitory will be replaced, and leak tests will be conducted for underground water leaks. Any leaks detected will be repaired.
7. Additional state and federal dollars have been obtained to move forward with the Dormitory Renovations Capital Maintenance Project. Contact will be made with representatives from the Tennessee Department of Finance and Administration to update and complete the design phase of the project and

prepare the project to be bid. A total of \$6.5 million has been approved for renovations to the current dormitories, including replacement of HVAC heating and cooling fan coil units in each student dormitory room. Each dormitory room will be equipped with fresh air intake. With installation of new heating and cooling units, fresh air intake, and individual thermostat control features, the environmental climate comfort will be significantly enhanced.

The Dormitory Renovation Project will replace all bathroom fixtures, doors, floor coverings, windows and blinds, electrical outlets, student lockers, elevator, and water fountains. All replacement of fixtures will be in compliance with ADA regulations and will eliminate many accessibility issues previously identified by students.

A new roof will replace the current dormitory roofs on buildings D and E, which houses residential students, Student Health, Physical Rehabilitation Services, and the Medical Dormitory.

8. A new Energy Management Capital Maintenance Project will be submitted for approval and inclusion in the Governor's Budget to significantly improve environmental conditions in all buildings on campus. The project will replace all light fixtures and lighting in all buildings on campus, which will save energy, reduce fluorescent lighting glare and provide greater color reproduction lighting. The project will also include individual thermostat control of heating and cooling units in all buildings for greater environmental control comforts, provide make-up air for the exhaust system in the Cafeteria, eliminating humidity and condensation, providing greater environmental comfort control, and will also provide all buildings with individual high-efficiency gas water heaters, which will save energy and will help ensure hot water on demand at all times.
9. The Center will seek approval from the State Building Commission to proceed with the Exterior Lighting Capital Maintenance Project to upgrade the exterior lighting in front of and behind all buildings on campus, as well as in restricted areas, which will provide greater visibility on campus and improve the safety and security of the campus environment.
10. Additional federal dollars have been obtained to move forward with a Security Upgrade Capital Maintenance Project. Discussions will be initiated with representatives from the Tennessee Department of Finance and Administration to complete the design phase of this project and obtain bids to begin installation of the security upgrades. Exterior high-pressure sodium (yellow) lights under the canopy walkway will be replaced with metal halide lights, which will produce higher clarity definition for visibility and higher color definition for security camera recordings. This project will also add approximately forty (40) new security cameras in and around the buildings on campus to provide a higher level of security on campus. This project will

- equip all exterior doors in all buildings on campus with an alarm system so that all restricted access doors can be monitored, and all entrance doors can be monitored at all times during lockdown after business hours. This project will also provide designated security card scan check-in stations across campus to ensure security guard rounds are completed, and a security access point for individuals entering and leaving parking areas on campus, which will provide greater security for the campus.
11. The Center will seek approval from the State Building Commission to proceed with a Capital Maintenance Project to replace the elevator and connector glass wall between buildings A and B, which houses the Vocational Evaluation program, Vision Impairment Services program, several Vocational Training programs, as well as meeting rooms and staff offices. Elevator replacement will be in compliance with current ADA regulations, and replacement of the connector glass will improve environmental conditions in both buildings. The current glass connector wall leaks, and tinting/weather conditioning is failing, which affects the temperature inside the connector between buildings A and B and in both buildings. Replacement of the elevator and connector glass wall will significantly enhance the architectural accessibility of both buildings and environmental comfort.
 12. Additional signage will be added on campus , including security signage, Brailling of emergency evacuation signs, Brailling of equipment in the laundry room and co-ed kitchen in the dormitory. ADA compliant signage in all buildings will be initiated.
 13. New replacement washers and dryers for the student laundry building will be purchased and installed.
 14. The Maintenance supervisor will review maintenance worker assignments and will assign maintenance staff to be responsible for specific buildings based upon building needs and maintenance staff expertise. The Residential Services Administrator will begin including in the nightly report of activities any maintenance issues that require attention. A preventative maintenance plan and schedule will be completed for all buildings on campus and initiated with all maintenance staff. By re-assigning maintenance staff to specific buildings based upon expertise, immediately identifying maintenance needs in the nightly Residential Services report, and fully implementing a preventative maintenance schedule, the Center will improve the overall maintenance and upkeep of all buildings and specifically address dormitory maintenance needs and issues identified by students in the support services survey instrument responses and exit surveys.
 15. The Custodial Services unit supervisor will begin random inspection of all bathrooms in the dormitory to ensure that bathrooms are thoroughly cleaned and sanitized on a daily basis.

16. Survey results regarding student requests for a greater variety of foods will be reviewed with Southern Food Services regional manager to plan for different food items to be included on the menu.
17. The Housekeeping supervisor will order and have all custodial staff to begin using a more effective deodorizer in all bathrooms.
18. The Residential Services Administrator and the Dormitory supervisor will work with the evening staff to significantly reduce the use of the PA system and will begin utilizing two-way radios instead of paging whenever possible.
19. Additional two-way radios will be purchased and distributed to designated staff to improve communication ability and reduce the need for PA system usage.
20. The Recreation unit supervisor will work with recreation staff to increase and vary community outings in response to student needs.
21. JOBS staff will work with Recreation staff to begin initiating therapeutic recreation services for JOBS students in the afternoon after class to improve socialization and leisure-time skills.
22. Program Managers will initiate sending an e-mail to all referring counselors upon their clients' admissions to TRC identifying that the clients have arrived as scheduled or not. Program Managers will utilize e-mails to provide quick client updates in addition to the regularly scheduled reports. Those quick e-mails can be good news reports, special achievements, etc.
23. The Dormitory supervisor will include new mattresses on the improvement budget request for residential services, and the Superintendent will seek approval to purchase new mattresses for dormitory beds.
24. Meetings will be held with the Regional Manager for Southern Food Services, TRC's contract food service provider, to discuss ordering pre-cooked meats when possible to eliminate the possibility of any undercooked meats.
25. Internet will be installed on at least one PC in the Business Education classroom for instructional purposes. In addition, new software/equipment will be obtained for the Business Education classroom to better accommodate students with vision impairments.
26. Job Seeking Skills training information will be Brailled for any individuals who are blind to utilize while receiving job seeking skills services.
27. A meeting will be held with the Capital Projects Coordinator with the Tennessee Department of Finance and Administration to discuss the

- feasibility of developing a Capital Maintenance ADA Accessibility Project for approval that will address accessibility issues in all buildings and exterior campus areas that cannot be addressed through the current operational budget.
28. An accessibility survey will be conducted by the Division of Rehabilitation Services ADA Coordinator to identify architectural barrier accessibility problems, including furniture placement, etc., to be included in the Accessibility Plan for remediation.
 29. The Center will host a luncheon and tour for special education teachers and supervisors to discuss transition from school to work referrals and showcase the Vocational Evaluation, JOBS (Work Adjustment), and Vocational Training programs in order to increase referrals and program utilization.
 30. The Vocational Evaluation unit will begin utilizing the Tennessee Department of Labor and Workforce Development's Occupational Information Network (ONET) on-line services and the Standard Occupational Classification (SOC) to expand occupation listings options searches and for identification of more detailed occupational titles for vocational objectives.
 31. The program capacity for the JOBS program will be reduced to forty (40) clients for the upcoming Fiscal Year. Due to lower counselor caseloads of clients as a result of the agency being in an Order of Selection, and the fact that the clients being referred for the JOBS program are the most severely disabled clients being served by the agency, it is felt that by lowering program capacity, this will allow greater hands-on instruction of clients and will help increase program success and utilization rates.
 32. Program capacities for Vocational Training classes will be reviewed for adjustment to reflect a more realistic program capacity due to decreased referring counselor caseloads, the agency now referring only clients with the most severe disabilities, and the need for instructors to provide more hands-on instruction. Adjusting program capacity will directly impact the overall utilization rate, increasing the utilization percentage rate.
 33. A new Vocational Training curriculum of Hospitality Worker will be implemented this upcoming Fiscal Year, expanding the Vocational Training program offerings.
 34. Expansion of Vocational Training program offerings will be further researched regarding the feasibility of providing a Retail Clerk training program.
 35. Lighting will be added to the washbay area in the Auto Maintenance & Detail training program to improve environmental conditions.
 36. Driver Education training will be expanded to accommodate more students for classroom instruction and in-car practice.

37. To improve adaptive technology assessments and vision impairment services evaluations, additional technology equipment and software will be requested as improvement budget items. This equipment and software will assist clients with vision impairments by providing mobile assistive technology assessments, as well as Center assessments for Microsoft Office, Word and Excel computer applications, college preparation and computer access applications. Improvement budget requests will include a Laptop Notebook Computer System, Courseware for Assistive Technology Trainers, Supernova Reader Magnifier, and a PacMate note-taking device.
38. The Vision Impairment Services (VIS) supervisor will initiate a field survey to obtain feedback from referral counselors and their supervisors who work with the blind and visually impaired to determine Vocational Training needs/options or components that could be added to the VIS program offerings, thereby expanding program services.
39. Vision Impairment Services (VIS) program staff will submit a proposal to present at the 2007 Mega Conference in Nashville, TN. The presentation will be a training session to provide awareness and education about attitudes toward vision loss, legal definition of blindness, and adaptive techniques and equipment used in home and personal management, communication skills, leisure-time activities, kitchen skills, and Braille.
40. The possible purchase of a Binding Machine to bind large print and Brailled materials to include the Student Handbook, brochures, instructional notes, etc. is being researched. These materials will be bound and distributed and made available to improve the Center's communications accessibility.
41. Vocational training opportunities for clients with vision impairments will be explored further through contacts with Citi Cards, a call center operation, to determine the feasibility of developing a training curriculum to train visually-impaired clients to work in the Call Center Operations Unit.
42. The TRC case management liaison for the Physical Rehabilitation Services program and the Physical Rehabilitation Services supervisor will begin initiating contact with the Shepherd Rehabilitation Hospital for Spinal Cord Injury in Atlanta, GA, to network with case managers there who are discharge planning residents of Tennessee with spinal cord injuries back to their home communities. This will be a marketing effort to increase referrals to the Physical Rehabilitation Services program and to identify potential clients early in assisting them in planning vocational rehabilitation services.
43. The Center Superintendent will meet with the Assistant Commissioner of the Division of Rehabilitation Services and the Director of the Vocational Rehabilitation Services program to initiate some long-range planning that will

- improve nursing coverage for the Medical Dormitory. The feasibility of obtaining additional nursing contract dollars will be explored, as well as adding two new Nurse Assistant positions to provide direct care and training to clients residing in the Medical Dormitory.
44. A new Personal Care Attendant training program will be implemented during the 2007 Fiscal Year and will be ready to admit its first students. This training program will be a direct response to the need for spinal cord injured clients to learn how to find, interview, and hire their own Personal Care Attendant (PCA), as well as direct the PCA in providing assistance needed.
45. Due to the special needs of spinal cord injured clients served in the Physical Rehabilitation Services program, there is an identified need to improve discharge planning and job readiness activities prior to program completion. The Physical Rehabilitation Services program supervisor and case manager will explore/research various options to improve job readiness training and discharge planning procedures for implementation in the 2007 Fiscal Year.
46. Due to changes in State legislation governing the State's TennCare insurance policies and procedures, numerous clients with spinal cord injuries are having a difficult time obtaining insurance coverage, and in many cases, may have to return to nursing care facilities to obtain TennCare coverage or have it re-instated. This is in direct opposition to the purpose of providing needed rehabilitation services to increase independence in activities of daily living and prepare for employment. The supervisor, case manager, and other Physical Rehabilitation Services staff will research and explore all TennCare insurance options, exclusions, and alternatives for clients with spinal cord injuries and develop and provide a training and education component for clients served to help them navigate through difficult procedures to obtain insurance coverage.
47. The Transitional Life Skills Training program supervisor and JOBS program supervisor will work together to develop additional independent living skills training activities that can be provided in other areas on campus in order to reach a broader population of clients needing independent living training services.
- Greater emphasis will be placed upon developing personal hygiene training activities and money management, due to an increase in clients exhibiting significant problems in these areas of independent living.
48. As a direct result in an increase of non-readers being served in the Transitional Life Skills Training program, additional training methods will be explored, developed and implemented to enhance learning ability. Examples may include using chart icons for bus schedules, developing pictorial hygiene checklists, and picture schedules.

Marketing efforts will be increased during Fiscal Year 2007 to increase referrals to the Traumatic Brain Injury Program and increase the utilization rate. In addition to improving the utilization rate of the program, the Traumatic Brain Injury (TBI) program staff will begin working more closely with referring TBI specialty counselors on when it is appropriate to refer a client for services and basic levels of functioning required for admission to TRC.

49. The Traumatic Brain Injury (TBI) program supervisor and TBI staff will review student input and program needs to reorganize service delivery group therapies in order to better meet client needs.

SUMMARY

The Tennessee Rehabilitation Center experienced a productive 2006 Fiscal Year. Customer satisfaction/stakeholder feedback overall was very complimentary of primary and support services provided, and it identified numerous opportunities to initiate strategic plans to improve services. A thorough review of primary program outcomes measurements revealed numerous strengths of service delivery programs and identified areas that require some attention for improvements. A major theme that is reflected throughout this Outcomes Management and Strategic Planning Report is the multiple needs, challenges, and opportunities presented as a result of the ever changing population of clients being referred to the Center for services. The current and upcoming population of clients being referred to the Tennessee Rehabilitation Center requires more hands-on instruction, has a greater need for independent living services training, requires a greater level of staff intervention and requires multiple services and supports. An increase in clients with multiple significant disabilities has also presented additional accessibility challenges and opportunities. Also, an aging physical plant, increase in maintenance costs, and increase in general operations expenses to maintain buildings, equipment, and programs, as well as shrinking federal dollars, has presented new challenges, opportunities and threats.

The Tennessee Rehabilitation Center has planned well for these challenges, is utilizing strategic planning activities to prepare for these challenges and lessen potential threats, as well as taken advantages of opportunities presented. The Center has the total support of the governing authorities, has established and maintained a superior reputation in providing quality rehabilitation services to individuals with disabilities, and in the opinion of this Superintendent, has positioned itself well for the 2007 Fiscal Year of operations. We are excited about the challenges and opportunities we have to face in Fiscal Year 2007, and remain steadfast in our ability to meet our clients' needs.